Treasury Committee Member

Recuitment Pack

September 2026

Sovereign Network Group

CAMPBELL TICKELL

Creating places people love to live

Contents


Nearly
250,000
current
customers

Your Application

Thank you very much for your interest in this Independent Treasury Committee Member role at Sovereign Network Group. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application.

You will no doubt do your own due diligence but do read this pack carefully as it will provide you with a good overview of the organisation and role. After you have done that, please feel free to get in touch with one of us, so that we can talk through your offer and get a sense of how that aligns to what Sovereign Network Group is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/ most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages, or three at most;
- A supporting statement. We want to hear about your motivation, why this role/ organisation, and you will also want to evidence how relevant your offer is to the role specification; again ideally in two, or maximum three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call 020 3434 0990.

The role closes at 9am on Wednesday, 14th October. Please ensure we receive your application in good time.

Do contact one of us if you wish to have an informal discussion about the role and organisation, or if you have any other questions to help you decide whether to apply.

Kind regards,

Hayley Sheldon
Search Consultant, Campbell Tickell
07931 432070
Hayley.Sheldon@campbelltickell.com

Jim Green
Head of Executive Search and Selection, Campbell Tickell
Jim.Green@campbelltickell.com


£9.2bn
will be invested in new and existing homes over the current decade to 2034
wink

Welcome to Sovereign Network Group

Thank you for your interest in joining the Treasury Committee at SNG.

As one of the largest housing organisations in the country, owning over 86,000 homes and providing services for nearly 250,000 customers, SNG is a sector leader in the development of new homes, alongside which we continue to invest heavily in the quality of our existing homes.

The social housing sector is entering a period of considerable change and opportunity. New government initiatives, evolving regulatory expectations and growing demand for affordable homes are creating challenges that require fresh thinking and strong leadership. The Treasury Committee at SNG is at the forefront of many of these conversations, helping shape future approaches to investment, resilience and growth.

The Committee's core responsibilities include ensuring that the organisation maintains appropriate funding and liquidity to support its long-term ambitions. We have secured more than £2 billion of borrowing in recent years and have significantly expanded the sophistication of our funding arrangements. Today, the Committee's work encompasses capital markets activity, treasury strategy, debt portfolio management and the oversight of a diverse range of financing structures.

Alongside these responsibilities, we are actively exploring alternative forms of capital and participating in the design of new funding models that have the potential to unlock additional investment into affordable housing. This work requires curiosity, sound judgement and a willingness to engage with emerging ideas and Committee members play an integral role in shaping solutions, challenging assumptions and helping us navigate areas that are often complex, innovative and evolving.

We are excited to be seeking a new colleague to join the Committee. You will bring significant experience within areas such as capital markets, treasury, investment, infrastructure finance, alternative asset structures or long-term funding models. Strong commercial and financial insight, together with the ability to think creatively and contribute constructively to strategic debate will be essential. We are particularly interested in hearing from individuals who can challenge established thinking and help us address complex problems in a collaborative and supportive way.

The Committee benefits from the contributions of highly experienced members with backgrounds spanning banking, treasury, corporate finance and executive leadership. We value diversity of thought and welcome different perspectives that enhance the quality of our decision-making. Above all, we are looking for someone who is intellectually curious, willing to devote the time required and motivated by the opportunity to help shape solutions that support organisational success and the delivery of social impact.

I hope this opportunity appeals to you. It offers the chance to contribute to an organisation with ambitious goals, and to play a meaningful role in shaping the future of affordable housing delivery. We look forward to hearing from you.

With best wishes,

Bhavin

Bhavin Shah | Chair of the Treasury Committee

SNG (Sovereign Network Group)

About Sovereign Network Group

We are SNG, providing good, affordable homes and creating thriving communities over generations. Sovereign Network Group (SNG) owns over 86,000 homes and provides services to nearly 250,000 customers across the South of England and London.

Everything we earn, we reinvest so that our customers, now and in the future, have a sustainable home in a thriving community. As well as investing in our communities and those we already serve, we aim to create thousands of new homes every year, with an ambitious target of building 22,500 homes over 10 years.

While our main office is in Basingstoke, we have a network of regional offices, including one at The Hive in Wembley, and teams throughout our operating area. This lets us provide quality local services that are really easy to use, accessible and delivered right first time, every time by people who care.

Our locally based teams proactively manage the homes and places in their area and engage with our customers – working with individuals, communities and local partners. They are supported by a range of centralised teams and specialist roles.

Vision, mission, and values

Our purpose is to provide good, affordable homes: the foundation for a better life.

Our vision is thriving communities, over generations.

Our Values support our vision, shape our culture and describe what makes us different. They guide the way we make decisions and work with our customers, colleagues and stakeholders:

Play your part

Lead by example

Always take action

Committed to customer

Everyone matters

Additional Information

- Profiles of our Board members are available here, and of our Executive Board here.
- Read the SNG Corporate Plan 2026-31 here.
- Read our Annual Report and Financial Statements 2025/26 here.
- Customer Annual Report 2024/25 here.
- Browse an overview of some of our key development projects here.

£140.6m
of social
value generated
in 2024/25

Treasury Committee members

Bhavin Shah - SNG Board member and Chair of the Treasury Committee

Bhavin is an experienced senior executive with board proficiency in the private and charity sectors. He combines banking, risk, and transformation experience with a strong understanding of stakeholder engagement and finance.

Mavis Boateng - Independent Non-Executive

Mavis is an accomplished Senior Finance Executive. A Chartered Accountant, she has extensive international, commercial finance, FP&A, business transformation regulatory compliance and financial reporting experience spanning several sectors, including FTSE100, governmental and third sectors.

Gareth Mostyn – SNG Board member and Chair of the Audit & Risk Committee

Gareth brings significant strategic, financial and governance experience to the SNG Board. A Chartered Accountant, his career has spanned senior roles in a number of large organisations, including as Chief Financial Officer at De Beers Group, Chief Finance and Operations Officer at the Church of England and Chief Executive at the Church Commissioners for England.

Peter Benz - Chief Financial Officer and SNG Board member

Peter is our Chief Financial Officer and an SNG Board member. He also currently chairs the G15 Chief Financial Officer group. Prior to his appointment at SNG Peter was Executive Director of Finance at Network Homes which he joined in 2019. Overall, he has nearly two decades worth of senior finance experience in housing, advertising and retail, both public and private.

Richard Garry - Independent Non-Executive

Richard is an experienced Treasurer and has considerable experience across a range of sectors. He is currently the Group Director of Treasury, Insurance and Pensions at Informa.

Role profile

Role Purpose

- Committee Members play a vital non-executive role in supporting effective governance and strategic oversight at SNG. While not members of the main Board, Committee Members contribute their specialist expertise, insight, and judgement to the work of Board Committees, helping to ensure strong oversight, assurance, and alignment with SNG's corporate purpose.
- They act as independent advisors, providing constructive challenge and guidance to the Executive, supporting delivery of strategic goals, and helping SNG uphold high standards of governance and performance in the areas delegated to each Committee.

Committee Purpose

SNG's Treasury Committee is responsible for governing SNG's treasury activities, including monitoring relationships with financial advisors, and proactively monitoring treasury risks and emerging treasury and financial trends and issues. It takes into account the external environment and its potential impact on SNG, adjusting treasury strategies and plans as needed.

The Committee is accountable to the Board and provides assurance on treasury matters to other Committees and the SNG Board as required. You'll find the key responsibilities and a person specification for Committee members below.

Key Responsibilities

Governance & Assurance

1. Support the Committee in delivering its Terms of Reference, providing expert insight into relevant areas such as finance, development, risk, customer experience, digital, people, or ESG.
2. Provide independent scrutiny, constructive challenge, and assurance on reports, proposals, and performance metrics.
3. Contribute to Committee discussions with a focus on risk management, regulatory compliance, and long-term impact.
4. Help ensure that decisions and recommendations made at Committee level are well-informed, inclusive, and aligned with SNG's values and strategic objectives.

Strategic Insight & Contribution

5. Offer insight into relevant markets, trends, and innovations, helping shape Committee thinking and planning.
6. Provide strategic guidance and external perspective to support informed decisions and long-term value creation.
7. Engage with SNG's purpose and social mission to ensure Committee work reflects both commercial and community priorities.

Support & Challenge

8. Act as a "critical friend" to the Executive, supporting ambition while constructively challenging assumptions and direction.
9. Offer expertise, mentorship, and support to senior leaders and programme leads where appropriate.
10. Help identify potential risks, opportunities, or blind spots within the Committee's remit.

Values & Culture

11. Role model SNG's organisational values and behaviours through Committee participation.
12. Encourage a culture of inclusion, collaboration, transparency, and respect within the Committee and wider organisation.
13. Understand how treasury decisions support delivery of customer outcomes and long-term organisational sustainability.
14. Commitment to strengthening arrangements around treasury, capital markets, banking, structured finance, development finance, institutional investment, financial risk management and capital allocation.

Person specification

Knowledge & Expertise

a) Experience of developing, evaluating or governing complex financing structures, including joint ventures, institutional partnerships, structured finance arrangements, securitisation or alternative funding models.

b) Experience of capital allocation decisions across large and complex asset-intensive organisations, balancing financial returns, social outcomes, risk and long-term sustainability.

c) Experience from the investor side of large-scale real estate, infrastructure or asset-backed investment programmes.

d) Understanding of corporate and/or committee governance, assurance processes, and non-executive responsibilities.

e) Awareness of political, economic, and social issues affecting housing and community development and the relevant funding environment.

f) Understanding of governance and regulatory expectations within regulated sectors, with experience from social housing, infrastructure, financial services or other asset-intensive environments.

g) Understanding of large-scale residential development programmes and the interaction between treasury strategy, development risk, capital allocation and portfolio management *useful but not essential.*

Experience

h) Significant senior or specialist experience in a relevant field, ideally gained within a complex, customer-focused, or regulated environment.

i) Experience advising or supporting Boards, Committees, or senior leadership teams.

j) Proven ability to contribute to group discussions and make evidence-based, balanced decisions.

Skills

k) Strong analytical and strategic thinking; able to understand complex information and ask the right questions.

l) Confident communicator with the ability to challenge supportively and engage others constructively.

m) Ability to work as part of a team, valuing different perspectives and encouraging inclusive dialogue.

n) High levels of integrity and accountability.

Behaviours

o) Demonstrates passion and drive for generating social value and improving lives through affordable housing, development and community engagement.

p) Politically and economically aware, with good judgement whilst working collaboratively, respectfully, and supporting of others.

q) Communicates succinctly and effectively, comfortable with having challenging conversations, always seeking positive outcomes.

r) Encourages a culture of transparency, openness, and inclusivity.

s) Acts as an effective ambassador for SNG, sharing the organisation's purpose and achievements positively.

Additional Information

All committee members at SNG are expected to:

t) Attend the agreed programme of meetings and events each year;

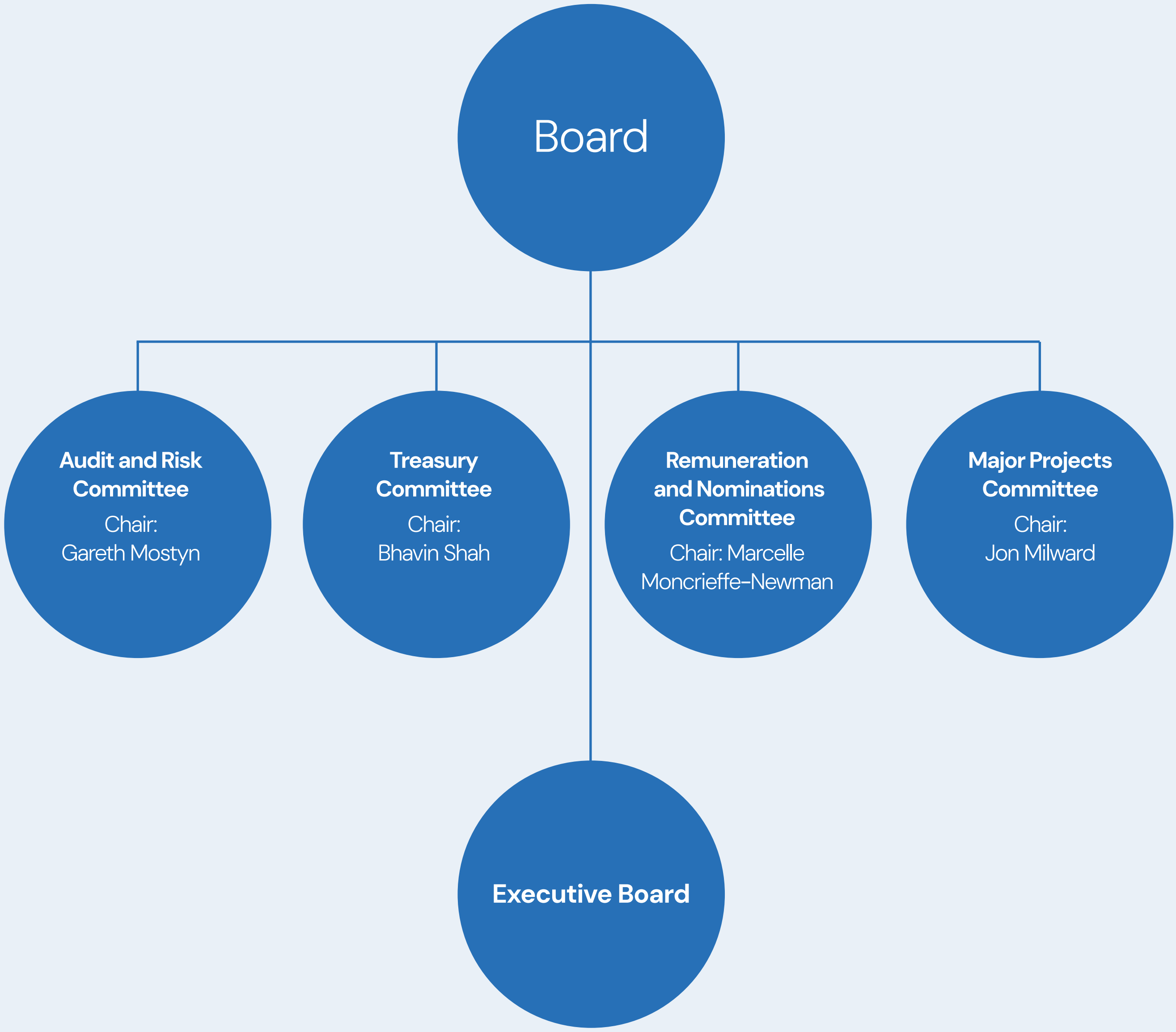
u) Avoid conflicts of interest, including working with or being involved in organisations that might conflict with SNG's goals;

v) Participate in ongoing training as required;

w) Comply with SNG's Equality, Diversity and Inclusion Policy.

Whilst the committee has a set schedule of meetings which are usually diarised 12-18 months in advance, inevitably some decisions may be required outside that schedule. Committee members are therefore required to be flexible in making themselves available for such decision making from time to time, either via additional meetings (usually held virtually) or in writing via email or through our corporate meeting portal.

Board and committee structure



Key terms and conditions

Remuneration

Committee member roles are remunerated at £12k per annum, plus reasonable expenses.

The appointment

Initial appointment for a term of three years. This can be extended by an additional three-year term by Board agreement.

Time commitment

The Treasury Committee meets four times per year. Outside the meetings, as well time for preparation and reflection, Committee Members may be called upon at short notice where a there is a time sensitive piece of Committee business.

Overall, we expect the time commitment for the Committee member role to be the equivalent of between half a day and a day a month.

Location

Treasury Committee meetings rotate location between our offices in Wembley and Basingstoke where face to face attendance is expected, but also some meetings are conducted online.

Key dates and the selection process

Closing date: 9am on Wednesday, 14th October

The meeting to agree longlisted candidates will take place on Wednesday, 21st October. We will be in touch to let you know the outcome of your application by the end of this week.

First interviews: Wednesday, 4th November

Longlisted candidates will be interviewed by a Campbell Tickell panel. Interviews will be held virtually via MS Teams.

We will be in touch to let you know the outcome of the interview on Wednesday 18th November.

Final interviews: Wednesday, 25th November

Shortlisted candidates will be invited to a final panel interview led by Bhavin Shah, Chair of the Treasury Committee.

Interviews will take place in person at Campbell Tickell's offices in central London.

Treasury Committee Member

£12k pa | London/ Southeast

This is an exceptional opportunity to join the Treasury Committee of one of the UK's largest housing associations at a time of significant growth, innovation and sector change. The Committee oversees a complex and substantial funding programme, supporting an ambitious development strategy through a diverse range of debt facilities, capital markets activity and treasury initiatives. Alongside its core responsibilities, the Committee is actively exploring alternative funding structures and working with key partners to help shape new models of investment into affordable housing.

We are seeking an individual with strong commercial, treasury, capital markets, investment or infrastructure finance experience who can bring an independent perspective, intellectual curiosity and constructive challenge. More important than direct sector knowledge is the ability to think creatively about complex financial problems, evaluate emerging opportunities and contribute to the development of innovative solutions. This is a role for someone who enjoys strategic thinking, is comfortable operating in uncertainty and is motivated by the opportunity to influence what could become a generational shift in the delivery and funding of affordable housing.

You will join a highly experienced committee comprising senior leaders from banking, treasury, finance and corporate backgrounds, working at the forefront of discussions around financial resilience, regulatory developments and long-term sector sustainability. We welcome candidates who can bring fresh thinking, diverse perspectives and a willingness to devote the time and energy needed to help shape the organisation's future success.

You can download a job pack from **www.campbelltickell.com/jobs**

For further discussion please contact:
Hayley Sheldon | Search Consultant: Hayley.Sheldon@campbelltickell.com | 07931 432 070

Closes | Wednesday 14th October | 9am

CAMPBELL
TICKELL

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